



Diversity and Workforce Investment Boards

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Diversity and Workforce Investment Planning

Prepared from the Diversity Policy Initiative of the Special Focus Committee
of the Missouri Training and Employment Council

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Diversity and Workforce Investment Planning

Executive Summary

The Missouri Training and Employment Council adopted a diversity policy for the representation on local Workforce Investment Boards by June of 2002. Thereafter, its Special Focus Committee and staff conducted a series of five diversity forums, at regional locations across the State, to simulate the statewide input from customers representing diverse groups. The forums were to be conducted in the format of research, in adherence to the basic principles of customer focus groups. With the completion of these focus groups, an analysis of current diversity literature, and an analysis of focus group results, the following key observations were made.

- ◆ There is a "business case" for diversity beyond the concept that diversity "is the law" or that it is "the right thing to do." The growing number of organizations implementing diversity initiatives have established the fact that attention to diversity, in the proper manner, can add value to the Workforce Investment Board organization by improving its return on investment in human resources. When diversity is addressed as an organizational initiative, it can also capitalize on new markets for employees, business partners, business suppliers and customers, both as program participants and employers.
- ◆ The Council's current diversity policy is incomplete. The policy needs a clear definition of diversity and it should support the development of local diversity definitions by Workforce Investment Boards.
- ◆ The forums with customers resulted in significant and extensive input about the policy. Including how to communicate and inform others about the policy, how to continue to engage locally diverse groups, and raised significant concerns about the attention being given to diversity in some local areas. Unfortunately, this input provides little real direction about how to evaluate the current status of Workforce Investment Board diversity, other than the clear and appropriate message that it should be done by establishing a legitimate voice for diverse groups at the Board level. How to evaluate or monitor the current diversity status of Workforce Investment Boards is conclusively, and appropriately, more of an operational concern than a Council policy question.
- ◆ The issue of how to implement the Council's diversity policy should begin its resolution by the immediate initiation of several key public information and marketing actions. The recommendation is that this would make great progress towards helping to identify other policy recommendations.
- ◆ The long-term resolution of policy implementation should address operational issues about diversity measurement by giving local diverse groups a legitimate voice at the Workforce Investment Board level. This could be done by requiring one additional seat of membership on the Workforce Investment Board by a locally formed diversity advisory committee chair. This would have the benefit of maximizing the legitimacy of that voice for customers. However, it

would have the negative impact of requiring yet other memberships to maintain a private sector majority and it would be perceived negatively by local leaders. Recommending a local advisory committee is a reasonable and effective option. This would establish a guideline with the clear expectation of policy compliance. The effect of a guideline, however, may be perceived locally as a weak response to a serious matter and its real impact may indeed be minimal in some areas. Finally, the requirement of the creation of a diversity initiative at both the State and local board levels would maximize the benefits to all. It would require the Workforce Investment Board to report the integration of diversity into its quality human resource efforts, allow a diversity advisory committee as a local option, legitimate a voice for local groups as input to a required initiative, and allow the Council to mirror expectations for the local level by creating a venue to further resolve diversity measurement.

Introduction

It is important that the consideration of the necessity for a diversity policy, and for the barriers to the acceptance of one, have a rationale that goes beyond the standard of that it is "the right thing to do." An effective argument that a diversity initiative is needed for any organization should provide a better justification than political correctness.

The professional literature for human resource management professionals cites three significant and compelling reasons for creating a diversity initiative within a business organization. Although each of these is also directly related to the commitment of creating and improving the quality of an organization such as a local Workforce Investment Board and its business, it is important to emphasize that a diversity initiative is not merely an affirmative action program. There is a difference between "managing" for diversity, something which might include an affirmative action program that meets the minimal requirements of equal opportunity law, and "valuing" diversity in a more comprehensive way. The former management alone may meet the requirements of federal law, but it is "valuing" diversity by management and demonstrating that fact to employees that can be a more encompassing diversity initiative which can truly add value to the quality of the organization.

First, establishing a diversity initiative can add value to the organization by improving its return on investment in human resources. One of the organization's biggest budget items is for salaries, benefits, training, development and recruitment. To maximize the return on this investment, it is vital to understand that the workforce continues to grow in the number of women, people of color and immigrants each year. Existing employees of all groups should expect non-discriminatory and hostile-free workplaces. The return on investment is reduced when commitment and productivity are lost because employees feel disregarded or time and money is spent on legal fees and discrimination settlements. For the business and for the local Workforce Investment Board, a real and widely recognized diversity initiative means significantly reducing the costs of employee turnover and recruitment.

Second, a diversity initiative can capitalize on new markets; customer bases are becoming even more diverse than the workforce. Just as the workforce is becoming more diverse, so is the customer market. Workforce Investment Boards oversee programs and services for customers. Just as employees who mirror the customers being served can literally and figuratively "speak their language," the Board's oversight role can be enhanced when they also mirror their customer market. Customers can be better served. In addition to customer markets, the available market of business partners and suppliers that organizations rely upon is increasingly more diverse. These potential partners and suppliers are sometimes asking about an organization's diversity record before making a commitment to do business. For the Workforce Investment Board, this is especially meaningful because a key partner and supplier of job openings is, in fact, local employers.

Finally, a recognizable diversity initiative with real results can attract the best and brightest new employees and business partners. This is the demonstrable valuing of diversity mentioned above. As the value of diversity continues to grow in the business community, recruiting and retaining talented potential employees who are diverse is becoming even more important to the success of the organization.

The Missouri Training and Employment Council Diversity Policy

To bring Missouri's labor force in line with the new global economy, the leadership of the Missouri Training and Employment Council (MTEC) charged its Special Focus Committee with the development and implementation of a diversity policy for local Workforce Investment Boards. This action was innovative and unprecedented but warranted under the new Workforce Investment Act. The Workforce Investment Act calls for the realignment of local Workforce Investment Boards toward representing a much wider array of human service provider agencies and yet maintains the private sector majority precedence of the former Job Training Partnership Act. The Workforce Investment Act also permits clear certification and re-certification processes and grants authority for these to the State Workforce Investment Board (the MTEC, referred to here as "the Council"). Furthermore, the accountability and customer service emphasis of the Workforce Investment Act leads to the rational conclusion that Workforce Investment Boards could position themselves to developing better programs and providing oversight to better services if they considered their own diversity status and represented the diverse cultures inhabiting their Workforce Investment Areas.

The basic thrust of the Council's diversity policy is simple. "Local Workforce Investment Boards will represent the diversity of individuals with disabilities as well as the racial, ethnic and cultural diversity of the labor markets within the Workforce Investment Area."

Operationalizing the Policy

The Council chose to establish a steering committee composed of individuals from diverse backgrounds and seek their input to a collaborative effort with the University of Missouri's Missouri Training Institute. This was a natural solution to the need to conduct focus groups with customers because the Missouri Training Institute was already acknowledged as a leader in developing background materials on how to set-up and conduct focus groups. The particular series of Simply Better publications developed for the U.S. Department of Labor were, in fact, produced in collaboration under contract with the Missouri Training Institute.

The first meeting of the steering committee, the Diversity Partner Subcommittee of the Council's Special Focus Committee, was itself also a focus group at which the participants agreed to continue to function as a steering committee for the duration of the initiative.

Diversity Forum Locations

The Diversity Forums, conducted as focus groups, were held in five separate locations at locales designed by the subcommittee to achieve relative statewide input, on a regional basis. These communities were Columbia, Kansas City, Cape Girardeau, Springfield and St. Louis. At each location, a local sponsoring organization (or host) agreed to provide advice and consultation to the Missouri Training Institute. The host helped in organizing and assembling the participant invitation list; selecting an appropriate location, date, and time; and assisted with the logistics and soliciting the interest of participants in attending. Most importantly, each group of participants was not only composed of the primary State and local workforce development agencies serving that particular region, but each of these service provider agencies were asked to solicit the interest of customers. These customers, or potential customers, of the workforce development system, were from a variety of

racial, ethnic and disability backgrounds. In total, although not completely present at each focus group, the persons from these customer groups represent the following racial and ethnic categories:

- ◆ African Americans
- ◆ Ethiopian Americans
- ◆ Hispanic-Mexican Americans
- ◆ American Indians
- ◆ Asian Americans
- ◆ Asian Indian Americans
- ◆ Eastern European Bosnian Americans
- ◆ Women
- ◆ Veterans
- ◆ Physically impaired
- ◆ Visually impaired
- ◆ Hearing impaired

Being conducted as a focus group, each forum involved a welcome and introduction of participants and a broad overview of the purpose of the meeting and the diversity policy. In addition, each meeting included an overview of the general implications to Workforce Investment Boards and changes in services required of the Workforce Investment Act.

After these introductory presentations, each meeting involved the random assignment of participants to small work groups (8 to 10 persons) at tables where a standard set of focus group questions were asked to stimulate the table discussions. Each small group discussion also included a skilled discussion facilitator to keep the groups engaged and focused in the task of discussing the questions, keep them on time, and guiding them in the etiquette of listening as well as voicing individual comments and opinions. Each table also designated a person to record their answers on paper in order to accommodate gathering and analyzing the information.

Diversity Forum Results: Customer Recommendations

Because a focus group is by definition designed to ask customers what they think, and our accountability to the process is premised on what the Council does as a result of learning these things, the forum results have been assembled as though they are, in fact, recommendations. These customer recommendations were gathered and grouped into categories of recommendations as shown in Attachment 1 and described below.

These recommendations can be logically grouped into eight categories, and used to create action steps that may be proposed to be taken by the Council. Three of these categories have the potential to be formulated into direct action steps. They are:

1) Short-term Recommendations; 2) Long-term Recommendations; and 3) Cultural Change Recommendations.

Another three recommendation categories appear to be useful as direct customer input as to "how" some of those actions should be taken. These are: 4) Process feedback; 5) Parameters for Potential Diversity Advisory Committee; and 6) Topics for Potential Diversity Advisory Committee. Finally, two more recommendation categories can be logically grouped as simply customer participant comments. These are shown in Attachment 1 as: 7) Diversity Partner Issues and 8) Positive Comments.

Short-Term Recommendations

These recommendations are considered "short-term" because they are considered easily recognizable as reasonable requests that can be any of the following: resolved immediately (within a matter of days); relatively quickly implemented or implementation barriers easily and quickly identified (within a matter of three to four weeks). In addition, some of the recommendations on the list are either already available, although unknown to forum participants, or they have already been implemented.

Long-Term Recommendations

The long-term recommendations are considered to require a longer length of time for the Council to consider, evaluate, resolve and formulate a plan of action toward completion. Because they do not have obvious answers or are not amenable to immediate action, their resolution will require some time to develop action steps to be completed. They are also issues for which answers such as how to resolve them, who should resolve them on behalf of the Council, and who should finance them must be resolved. In many cases, the outcome desired by these recommendations is also already being accomplished to some degree, although there is a "public relations" problem if customers do not recognize this fact.

Cultural Change Recommendations

These are categorized as requiring some form of cultural change in order for these recommendations to be achieved. They are long-term, probably longer than those described above, with uncertain completion time-frames. Such cultural changes often require longer periods of time. It is realistic to expect that in some cases the cultural and organizational changes inferred by these recommendations could take as long as 2 to 5 years to achieve them. These recommendations also are predominantly surrounding community awareness about diversity. While the need for cultural and organizational change at the community level is something that is directly relevant to workforce development needs, it is something which the Council can have little direct impact in resolving. Further communication, collaboration and partnership with other organizations are considerations for such cultural change to be achieved.

Other Customer Recommendations

Process Feedback

A number of customer recommendations are appropriately categorized as feedback to the process of completing the series of diversity forums and the possibility of future meetings. A single key recommendation that was repeated often is at the center of this group of recommendations. That is

participants want to know what happened as a result of their participation, what happened overall in actions taken by the council. They think a follow-up meeting is warranted, and there are various methods they would use to participate in such follow-up meetings.

Parameters for Potential Advisory Committee

The forums generated a number of recommendations that surround a universally accepted strategy. This is that, when asked how they would proceed to implement the diversity policy, customers from each of the focus groups suggested some type of locally established diversity group, formalized as an advisory committee to the local WIB. Therefore, these recommendations are categorized as the parameters from which such an advisory committee might be expected to function.

Topics for Potential Advisory Committee

Along with the recommendation to establish a diversity advisory committee, the forums also generated a number of direct suggestions as to what topics meetings of these advisory groups might wish to consider.

Diversity Partner Issues

There is a long list of forum comments that are not easily categorized as a specific recommendation, rather they are summarized here mainly as issues. This does not deter from their consideration, however, as they clearly suggest problem areas in communication, public information and action strategies that should be addressed.

Positive Comments

In the last category of customer recommendations, it is important to emphasize there were positive comments made by the forum participants. These comments are not addressed in this report narrative but they are also listed in Attachment 1.

Diversity Conclusions and Missouri Training and Employment Council Action

Short-Term Actions

The accountability provisions of the Workforce Investment Act and common sense place the burden of proof on the Council now to take action on these customer recommendations. Forum participants were already asking as the forums were held, "you have asked our opinion and listened, now what are you going to do about it?"

For the short-term recommendations, three major actions should be taken by the Council which could produce an outcome of completely resolving or at least begin to resolve most customer concerns. These are: incorporating diversity concerns into the development of and implementation of public information; implementation of marketing strategies; and establishing a diversity advisory committee at the Council level. It is important to note that public information is distinguished from marketing strategies for the purpose of this report. "Public information" being the officially prepared and partner agency approved written information about the Workforce Investment Act, local Workforce Investment Boards, and Missouri Career Centers, and the processes used to distribute it. This is distinct from marketing strategies which are used to format written public information (i.e., brochures, posters and flyers), the development of creative methods for its distribution (i.e., billboards, buttons, slogans) and the venues used to distribute it.

- ◆ **The Council should collaborate among partner agencies to prepare new public information about the Workforce Investment Act, local Workforce Investment Boards (including how members are appointed and who is currently on the Boards) and Missouri Career Centers. This information will incorporate the need to value diversity and the necessity of doing that to enhance the representation of racial, ethnic, gender and visually and physically impaired groups as customers of the labor force.**
- ◆ **This new public information should be directed to the partner agency's collaborative marketing strategies that are crafted in a manner that outreach to diversity interest groups and will use non-traditional customer specific locations for its distribution wherever possible.**
- ◆ **The Council should establish a Diversity Advisory Committee separately from the Special Focus Committee to develop and further enhance its own diversity policy and diversity issues, as well as consider the feasibility of additional or follow-up Diversity Forums at the local level.**

Long-Term Actions

Longer term actions also fall into three broad categories. These are more difficult and more detailed strategies for diversity related to 1) public information; 2) marketing; and 3) organizational changes. In public information and marketing, customer recommendations are either already being implemented or they call for very targeted actions. For example, customers would like to see the designation of a diversity outreach coordinator for each local Workforce Investment Board. They would like Board

members to be required to attend town hall type meetings of diversity groups or the direct sponsorship of marketing by local diversity groups, even taking the approach of door-to-door canvassing of neighborhoods about relevant information. While these action recommendations may be proven effective, they are also labor intensive or too stringent as policy recommendations. Such outcomes are more appropriately and effectively achieved if considered and designed at the local level.

A significant and broad reaching action that should be taken by the Council is requiring the formation of a Diversity Advisory Committee to the local Workforce investment Board in each Workforce Investment Area. Local Private Industry Councils under the former Job Training Partnership Act traditionally used this approach, just as any parliamentary organization would do, to address emerging issues of a critical and specialized nature. The action would not require a radically new or sweeping change in the function of new Workforce Investment Boards, other than by the nature of requiring such a committee.

This approach would empower local Workforce Investment Boards to consider on their own the relative need and benefit of such detailed customer recommendations as requiring Board members to attend diversity forums or the "door-to-door" marketing approaches suggested above. Moreover, it would legitimate the diversity issue by requiring the local committees but it would empower local Workforce Investment Boards to proceed with a process for developing their own diversity definition, locally defined diversity needs, and developing their own strategies and action steps to address them over time. The diversity issue and local diversity groups would be empowered by this action because it would be required of the Workforce Investment Board and the Board must report to the State on their consideration of the committee recommendations. At the same time it would offer local flexibility in designing a diversity initiative to meet the individual needs of each Workforce Investment Board. The approach would likely be much more successful, palatable to local leaders and collaborative with Council oversight than requiring specific action steps to be taken by the Workforce Investment Board.

Customers at each forum universally recommended establishing a type of local advisory group on diversity issues. An advisory group could develop a clear definition of diversity based on community needs, help develop and implement strategies and action steps, develop outcomes to be achieved and make clear and workable recommendations on how to measure diversity changes and outcomes over time. The legitimacy of such a committee was particularly scrutinized by customers in some forums. The discussion surrounded the nature of the committee being advisory. In the opinion of customers, the action would not be effective unless the committee could be legitimized by requiring a permanent voting seat of membership on the Workforce Investment Board. There is merit to this argument, as a committee could feasibly be formed that, regardless of their recommendations to the Board, would be dismissed as advisory only in nature. Conversely, there are negative implications to the Council requiring a new seat on the Workforce Investment Board. The Workforce Investment Act is clear on representation majorities and it is likely that the requirement of a new seat on the Board would require it to seek yet another member seat to maintain a private sector majority in its membership. A proposal to include the requirement of a new seat on the Workforce Investment Board to represent a membership liaison between the Board and the Diversity Advisory Committee is strongly encouraged by this report, however, it will not be required by the Council.

The strategies being used to implement these action recommendations are shown in Attachment 2. This Attachment shows the actions and proposed time-frames approved by the Council as a part of its Strategic Plan. These action recommendations, as they related to suggestions for Workforce Investment Boards, are as follows:

Workforce Investment Board Action Recommendations

- ◆ **The local Workforce Investment Board may establish one seat of membership on the board to function as the leadership, advice and liaison relationship between the WIB and a local Diversity Advisory Committee in each Workforce Investment Area, notwithstanding the provisions of the Workforce Investment Act to require additional seats on the Board to maintain a private sector majority. The chair of the local Diversity Advisory Committee only can occupy the seat.**
- ◆ **A local Diversity Advisory Committee to the Workforce Investment Board may be established and a committee chair selected from among its membership according to the parliamentary procedures extant for each Workforce Investment Board in each Workforce Investment Area.**
- ◆ **The local Diversity Advisory Committee or Workforce Investment Board should be charged with developing for implementation consideration a diversity initiative on behalf of the Workforce Investment Board, including its own memberships, and for customers of its programs generally, including such tasks as the following:**
 - ◆ **A locally developed definition of diversity;**
 - ◆ **Identification of the extent and type of diverse groups in the area;**
 - ◆ **A review of public information and marketing strategies used in the area, conducted jointly with workforce development partner agencies, to identify non-traditional methods of communication and marketing in order to reach more diverse customer groups;**
 - ◆ **Developing recommendations as to the services to be increased or enhanced for better service to diverse groups; new public information/marketing strategies to reach new groups; increased service accessibility; strategies for increasing diverse populations wage attainment; and increasing diverse populations within the Governor's four workforce development outcome measures.**
- ◆ **The local Workforce Investment Board should report to the Council the findings of the Diversity Advisory Committee or Workforce Investment Board and its adoption of same by March 2002 for the purposes of the Council to consider technical assistance needs, corrective measures and further policy development.**

A final set of customer recommendations is relevant to two major considerations for Council action: cultural change and further diversity forums for local areas. It is important to not dismiss this extensive customer input aimed at cultural change, it is also clear that in some communities diversity issues are a matter of community-wide concern for which the Council and workforce development policy cannot resolve. One of the most significant actions the Council can be expected to take is to assure customers that these concerns will be shared with the appropriate officials by distributing this report; and it can offer to continue providing assistance as a vehicle for change among local boards and State policy. Toward this goal also, it would be a great benefit to our public relations efforts to indeed hold some type of follow-up meeting with the participants willing to share their input to this effort. Because that action can be taken without a formal policy being adopted by the Council, this suggestion is made without further discussion.

This effort has generated significant customer input that warrants consideration from officials and staff of the State workforce development system at a variety of levels. Customer complaints and specific recommendations can be made especially helpful to the system's partners in their individual public information and marketing strategies. Ultimately, it requires a commitment to use the information as a guide and as customer advice in improving our every day work that will prove the greatest benefit beyond any specific Council recommendations.

The detailed and unedited reports from each forum location are shown in Attachment 3.

These are the detailed reports that are not organized by category which were used to develop the customer recommendations shown in Attachment 1. Also, some helpful information about the background and implementation of diversity initiatives can be found in the following list of resources.

Resources for More Diversity Information

Published Articles

Customers in Focus: A Guide to Conducting and Planning Focus Groups. The Simply Better Continuous Improvement Initiative of the U.S. Department of Labor, Employment and Training Administration. Washington, D.C., 1996.

Digh, Patricia. *Creating a New Balance Sheet: The Need for Better Diversity Metrics.* Society for Human Resource Management, September/October 1999.

Osborne, Evan. *The Deceptively Simple Economics of Workplace Diversity.* Journal of Labor Research, Volume XXI, Number 3, Summer 2000.

Scheinoltz, Debby. *Diversity the Bottom Line: Leveraging Diversity Opportunities in the New Market.* Forbes Magazine, November 1999.

Zachary, Mary-Kathryn, J.D. *Labor Law for Supervisors: Technology and Employment Law.* Journal of Labor Research, Volume XXI, Number 3, Summer 2000.

Web Articles

A Brief History of Legislated Fairness in the United States and Canada. Found at www.diversityatwork.com

Sussman, Harris. *Diversity Questions and Answers.* Found at www.sussman.org

What are the Components of a Successful Diversity Initiative? Found at www.shrm.org

What is the Business Case for Diversity? Found at www.shrm.org

Web Sites

<http://www.DiversityInc.com>

<http://www.shrm.org/diversity>

(Society for Human Resource Management)

<http://www.diversityatwork.com>

<http://www.usworkforce.org>

Categories of Diversity Forum Recommendations

Public information strategies

- ◆ Diversification of Public Information and Marketing Strategies
- ◆ Getting the "word" out that Career Centers are employee/employer resources
- ◆ Knowing who in the community belongs on the local board Board members should outreach in the community
- ◆ Directory of Board members should be distributed
- ◆ Disseminate a list of workforce/Career Center partners

Marketing strategies

- ◆ Place fliers in utility bills
- ◆ Use billboards
- ◆ Citizens in the community need to attend WIB meetings
- ◆ Placing posters and/or brochures in non-traditional, customer specific locations (connect State marketing actions to local distribution capabilities)
- ◆ Public service announcements
- ◆ Buttons
- ◆ Exchange brochures with other agencies
- ◆ Distribute brochures in non-traditional locations
- ◆ Need to write information in simple, layman's terminology
- ◆ Make a simple slogan such as, "need a job, where to go."
- ◆ Develop some materials in different languages

Organizational changes

- ◆ Establishing a Diversity Advisory committee for MTEC

Long-Term Action Recommendations

Public information strategies

- ◆ A diversity outreach coordinator should be designated
- ◆ Public relations should be available to community residents
- ◆ Job fairs
- ◆ High school and college level

Categories of Diversity Forum Recommendations

Long-Term Action Recommendations *(continued)*

- ◆ Customer satisfaction surveys
- ◆ Monthly newsletter to human service agencies
- ◆ WIB members should be required to attend town meetings or meetings of diversity groups
- ◆ Create a directory of services available from the regional agencies
- ◆ More information should go to migrant clinics
- ◆ Need a directory of WIB members supplied to the community
- ◆ Employers need information at Career Center about workers compensation, starting small businesses, better business bureau and other information
- ◆ Need to differentiate between State WIB, local WIB and State Labor Council

Marketing strategies

- ◆ Public presentations
- ◆ Kiosks could be used
- ◆ Door-to-door communication if necessary
- ◆ Marketing activities could be sponsored by local diversity groups
- ◆ Use diversity groups to speak on behalf of customers
- ◆ Cross-inform agency workers
- ◆ Newsletters to customers
- ◆ Need to get information to customers about supportive services (i.e., transportation, child care, eyeglasses, hearing aids, etcetera)

Organizational changes

- ◆ Establishing a Diversity Advisory committee for local WIBs
 - Meetings need to be brief and accomplishments achieved
 - Need to have an agenda for the meetings
 - Need to adopt resolutions
- ◆ Provide opportunity for participation at high-level decision-making
- ◆ State support and participation at committee forums (including financial support where feasible)
- ◆ Committee forums open to the community, not only focus groups
- ◆ Committee meetings held quarterly/establish dates
- ◆ Diversity training for entities such as staff, schools, city, private sector
- ◆ Establish and enhance diversity awareness that is community specific
- ◆ Recruit Board members with dual representation

Categories of Diversity Forum Recommendations

Long-Term Action Recommendations *(continued)*

- ◆ Add Board members representing community service agencies
- ◆ Agencies should interact more frequently
- ◆ Agencies should share information and clients
- ◆ Organize programs to best use resources and eliminate duplication of services
- ◆ Need to consider child care needs and accommodation
- ◆ Need interpreters at Career Centers
- ◆ Need better computer literacy for customers at Career Centers
- ◆ Need better general literacy for customers to access Career Centers
- ◆ Career Centers need standards of customer service
- ◆ Need to create a customer service committee to report to the WIB
(composed of customers and employers)
- ◆ WIBs should have "secret shoppers" to test efficiency and satisfaction
- ◆ A "Public Forum" needs to be a part of every board meeting at both State and local levels.

Implementation strategies

- ◆ WIB diversity should be evaluated
- ◆ Develop a diversity forum action plan
- ◆ Implementation needs to identify with the general public
- ◆ Policy and the community needs to "connect" with WIB members
- ◆ Need a clear definition of diversity
- ◆ Identify needs within the community, learn its history
- ◆ Need to achieve community buy-in
- ◆ Hold WIB members accountable
- ◆ Solicit information from the community
- ◆ More public meetings
- ◆ A contact/mailing list of participants needs to be disseminated
- ◆ Need independent, third party monitoring of diversity, with input from diversity groups

Structural facility changes

- ◆ Increase accessibility through assistive technology and other means

Categories of Diversity Forum Recommendations

Cultural Change Recommendations

Community-wide diversity forums

- ◆ Some communities need community-wide diversity forums beyond workforce development considerations
- ◆ Develop an understanding of protectionism and enhance opportunity for diversity
- ◆ Commit to educate and prioritize diversity needs and actions
- ◆ Build coalitions (address antagonism between minority groups)
- ◆ Pursue living wage ordinance
- ◆ Expand awareness of conditions and life circumstances
- ◆ Publicly acknowledge the history of racial, economic and gender subordination in some communities
- ◆ Push community responsibility of businesses (i.e., those benefiting from the economic enterprise zone)
- ◆ Support organized labor, address anti-union sentiment in some regions, break business collusion
- ◆ WIBs should include representation from other community organizations
- ◆ Public speakers about the diversity topic
- ◆ Establish taxation to local companies to help offset job-training expenses
- ◆ Use pastoral alliances to disburse information

Process Feedback

- ◆ Participants want to know what became of the recommendations from these meetings
- ◆ A follow-up meeting should be held to re-evaluate the issues and develop a local plan of action
- ◆ The follow-up meeting should have more local citizen input

How individuals can participate in future meetings:

- ◆ Participants inform others of their interest in being involved
- ◆ Achieve being placed on a mailing list
- ◆ Use of library and internet
- ◆ Word of mouth knowledge
- ◆ Attend meetings by invitation
- ◆ Involve participants in the decision-making process

Categories of Diversity Forum Recommendations

Parameters for Potential Diversity Advisory Committee

- ◆ Results must be demonstrated
- ◆ Brief meetings
- ◆ Meet at least quarterly
- ◆ Advertise diversity policy and advisory committee role
- ◆ Advertise WIB re-certification process, time frames, criteria, how it is done
- ◆ Develop an independent review board of local diversity leaders to examine the process and incorporate the advisory committee into the process and to recruit WIB members
- ◆ Make some meetings more casual, with casual attire and locate them in casual settings
- ◆ Notify people that cannot attend meetings what was discussed

Topics for Potential Diversity Advisory Committee

- ◆ The economy
- ◆ Youth
- ◆ Family
- ◆ Issues pertaining to the elderly
- ◆ Disabled
- ◆ Communication strategies
- ◆ Job and Career opportunities for higher wages
- ◆ Diversity awareness
- ◆ Employment needs
- ◆ Labor market and diversity information and data
- ◆ WIB programs and services
- ◆ Information from individual organizations
- ◆ Information arranged by category of service
- ◆ Information about community needs
- ◆ Information about individual needs
- ◆ Information about sub-regional needs
- ◆ Business needs

Categories of Diversity Forum Recommendations

Topics for Potential Diversity Advisory Committee *(continued)*

- ◆ Information about preventive and rehabilitation services
- ◆ Provide a resource directory with toll-free numbers
- ◆ The value of diversity
- ◆ Methods to break-down cultural barriers
- ◆ Policies and regulations

Diversity Partner Issues

- ◆ Insufficient assistive technology
- ◆ Lack of clear information on how to become a WIB member
- ◆ Attempts to gain a seat on board ignored
- ◆ Found some Board representatives unresponsive to requests for information
- ◆ No clear definition of diversity
- ◆ Not aware of WIA services
- ◆ Board information not readily available
- ◆ Boards should be more balanced in membership
- ◆ Not aware of a WIB
- ◆ Not aware of WIB members
- ◆ Some existing WIBs are widely known as not representing diversity
- ◆ Human resource staff of companies should be on the Board, not the CEO
- ◆ WIB member appointments are non-democratic
- ◆ Not aware of criteria for WIB membership
- ◆ Chamber of Commerce is a primary source of WIB nominations
- ◆ Some community diversity awareness, little action taken
- ◆ Minority community in some locations is marginalized and subordinated
- ◆ There are problems in getting the word out about services through newspapers, radio and television
- ◆ Some regions are biased in representation of selected counties
- ◆ No follow-through with promises about public information
- ◆ Low level of trust
- ◆ Low level of belief
- ◆ WIBs need to know the community needs
- ◆ Some communities have limited awareness of the diversity issue
- ◆ WIBs need a faith-based (church) connections

Categories of Diversity Forum Recommendations

Diversity Partner Issues *(continued)*

- ◆ Job Training (Division of Workforce Development) should help increase technology for potential projects such as the Springfield Technology Park
- ◆ There should be more job training for youth in the area
- ◆ Business customers not aware of workforce services, how to use them
- ◆ Need more career centers closer to areas where people need services
- ◆ Need mobile career centers
- ◆ Need transportation to people to get to career centers
- ◆ On a scale of 1-10, community awareness is at a minus -8
- ◆ Program requirements are too stringent
- ◆ Services for the blind are ignored
- ◆ We need Job-Line for the blind
- ◆ Need to know how diverse we are at the State level
- ◆ Need more staff at the Career Centers
- ◆ Some communities have low awareness for the diversity needs of the Hispanic and American Indian communities and negative awareness of the African American community
- ◆ **Missouri WORKS!** has outdated job opportunities
- ◆ Workforce Development needs more focus groups to outreach on more issues

Positive comments

"We finally met in the same room to actually discuss issues."

"Now more aware of how agency's can cross-inform each other."

"Communities are becoming more aware of diversity needs as they are now more aware than they have been in the past."

"The meeting allowed people in the community to come together to exchange ideas."

"We have become more aware of issues we never thought about through this discussion."

"The meeting has expanded our perception."

"The meeting has opened our eyes to other issues."

"We have learned that there are other agencies who (that) are advocates for groups."

Missouri Training and Employment Council Strategic Plan Diversity Section

Task #	Task	Completion (Objective) Measure	Start Date	End Date	Individual(s) Responsible
1.A	Local Workforce Investment Boards with (WIB) should conduct surveys (or gather census data) in local areas by March 2001 to determine the extent and type of diverse groups in area).	Diverse population data set created.	2/01	5/31/01 Complete	DED LMI Clinton Flowers Done ✓
1.B	Local WIBs will be provided the full report on statewide diversity policy focus groups, along with correspondence about promising diversity practices. These will include encouraging the establishment of a Diversity Advisory Committee to represent diverse groups (based on those groups in their area).	Report and Correspondence distributed.	6/5/01	11/30/01	Rick Beasley MTEC Staff
1.C	Council staff will develop and distribute additional correspondence to local WIBs advising them of technical assistance available concerning the assessment of diversity in their region	Technical Assistance materials distributed.	6/30/01	11/30/01	Rick Beasley MTEC Staff
1.D	The MTEC will oversee conduct of a review of public information strategies and procedures conducted jointly by partner agencies by December 2001 to identify nontraditional methods of communication and marketing in order to reach more diverse customer groups. This technical assistance information will be distributed to local WIBs by August 2001.	Publication/Distribution of Public Information and Marketing Technical Assistance Guide to WIBs.	6/30/01	12/31/01	Rick Beasley Larry Hightower MTEC Staff
1.E	Local WIBs will provide a written report to the MTEC staff about diversity policy compliance by December 31, 2001. The report should demonstrate evidence of local Board Diversity policy compliance in the areas of: Board membership; Board and Career Center hiring practices; and service effectiveness to customers of diverse backgrounds. The report is encouraged to also consider: 1) services to be increased or enhanced for better service to diverse groups; 2) new public information/marketing strategies to reach new groups; 3) increased service accessibility; 4) strategies for increasing diverse populations wage attainment in each area; and 5) increasing diverse populations within the Governor's four Outcome Measures. The report will include various methods and statements for benchmarking measurements of these recommendations.	WIB reports to MTEC staff.	6/30/01	12/31/01 and on going	WIB officials and staff

Missouri Training and Employment Council Strategic Plan Diversity Section

Task #	Task	Completion (Objective) Measure	Start Date	End Date	Individual(s) Responsible
1.F	The MTEC will oversee the conduct of technical assistance recommendations to local WIBs to provide guidelines about benchmarking measurement of the items in Strategy 1.E.	Diversity benchmarking Technical Assistance materials published and distributed to the WIBs.	10/01/01	2/15/02	MTEC Special Focus Committee MTEC staff
1.G	The MTEC will oversee conduct of field evaluation, jointly conducted by partner agencies, to measure changes among local WIBs in recommendation under 1.E by April 30, 2002.	WIB field evaluation completed.	10/01/01	4/30/02	Lindell Thurman/Field Services/Partner Team
1.H	The MTEC will oversee the development of a report of corrective measures and technical assistance recommendations for local WIBs during the interim period from April 2002 and July 2002.	MTEC Corrective Measures report completed, published, distributed	1/2/01	6/30/02	MTEC Special Focus Committee MTEC Staff

Source: MTEC Strategic Plan

Unedited (Non-Categorized) Diversity Forum Recommendations

Columbia Forum, February 14, 2000

- 1) The State and local Workforce Investment Boards should increase and diversify the marketing and release of public information about their planning activities and meetings.
- 2) The MTEC and local boards should do (hold) open forums about diversity at their meetings. A preference was expressed for this at every meeting.
- 3) There is a need to educate the MTEC about diversity.
- 4) Local Boards will need to have conferences of (with) customers.
- 5) Local Boards should be held accountable for various types of people available for jobs, number of diversity groups that get jobs, and the "quality of jobs they get.
- 6) Participants were very pleased to have been invited to the forum and all agreed that another meeting should be held to: 1) keep them informed of the outcomes of their recommendations; 2) review and assess progress in the implementation of their recommendations; 3) keep them informed generally about the Workforce Investment Act.
- 7) The group expressed a preference for similar meetings to be held every three months. They also requested a second meeting in May 2000.
- 8) There are language barriers that need to be considered and addressed in future meetings at the State and local level.
- 9) There are transportation barriers that similarly need to be considered.
- 10) Diversity training needs to be held at the local level to serve an educational function both with local boards and employers.
- 11) Software and hardware used to provide services need to be compatible, not merely accessible.
- 12) Diverse groups need information about the intended workforce development and other services and service providers need to enhance how it is provided.
- 13) Information networks among workforce agencies and immigration agencies (or groups representing diverse ethnic backgrounds) should be established.
- 14) One solution to enhancing interagency cooperation would be a coalition at both the State and local levels.
- 15) There is a need for more focus groups.
- 16) There is a need for more diversity on workforce boards.
- 17) People who work directly with the minority groups should be on the boards, not just policy makers.

Unedited (Non-Categorized) Diversity Forum Recommendations

Columbia Forum, February 14, 2000

- 18) State and local Workforce Boards should have advisory groups composed of individuals with disabilities and minorities to provide the customer input needed.
- 19) The group in general was uninformed about workforce development services.
- 20) The group in general has had no contact with workforce development boards.
- 21) The group agreed they as individuals need to help become involved with other groups at the local level.
- 22) There was consensus that the partnership between multicultural forums existing at the local level should be strengthened at both the State and local levels.
- 23) There are four basic steps to help diverse groups become involved: 1) information provided; 2) increased awareness of diversity needs; 3) community forums at the local level; 4) involve the appropriate customers.
- 24) There should be a letter written to local boards to indicate individuals representing diverse groups may contact them or to possibly suggest recommendations for Board memberships.

Note: The Diversity Forum differed from a focus group in several important aspects, mainly by lacking a focused methodology for generating statistically valid data. The forum was more realistically a "brainstorming session" used to generate the initial recommendations that can be used to continue working on this issue. There is a body of literature about conducting effective focus groups that can be used in the event focus groups possessing statistical validity are desired in the future

Unedited (Non-Categorized) Diversity Forum Recommendations

Kansas City Forum, December 8, 2000

GROUP 1

1) How do you feel about State Workforce Development services?

- ◆ Requirements are too stringent.
- ◆ More open communication between employers and workforce development.
- ◆ Services for the blind are ignored - more open communication - to become aware of needs.
- ◆ Job line for the blind.

2) How do you feel about local Workforce Development Boards?

a) Do you know who is on your local board?

b) Do you know how to find out?

- ◆ Contact FEC or Mayor's Office.
- ◆ Contact Missouri Training and Employment Council.
- ◆ Contact Division of Workforce Development.
- ◆ Marketing/Education to inform public who board members are.
- ◆ Board representatives to go to community organizations to inform and solicit information regarding the programs available (neighborhood organizations).

3) What do you think about the policies we have explained to you?

- ◆ Confused.
- ◆ Not consistent.
- ◆ How diverse are we at the State level?

GROUP 2

4) What do you think needs to be done to make these policies work?

(Describe this in three to five basic steps?)

- ◆ Training in diversity by appropriate entities.
- ◆ Customer friendly.
- ◆ Telephone system to employment and services.
- ◆ Accountability incentives for staff.
- ◆ More staff in the one-stops.
- ◆ Sanctioned pre-employment /job readiness.
- ◆ More focus on the employer/customer needs.

Unedited (Non-Categorized) Diversity Forum Recommendations

Kansas City Forum, December 8, 2000

GROUP 2 (continued)

- ◆ Better identification of employer needs.
- ◆ Provide reasonable accommodations in the one-stops (i.e., language interpreters, equipment, etc.).
- ◆ Coordination of services.

5) How do you participate in local organizations that make decisions about giving you workforce services?

- ◆ Active participation in/with community organizations.
- ◆ Join interagency groups.
- ◆ Participate on local boards.
- ◆ Stay in touch with city officials and other governmental (state/federal) representatives.
- ◆ Positive media participation.

6) What are your feelings about being involved in decisions made about giving you workforce services?

- ◆ Communicate.
- ◆ Collaborate.
- ◆ Cooperate.
- ◆ Coordinate.

GROUP 3

7) What do you think needs to be done to help you become involved in local decision making such as local workforce boards?

8) Has our discussion changed what you think about what needs to be done to make these policies work?

a) What has changed?

- ◆ When does the WIB meet?
 - Hard to be more involved when you do not know of meetings.
- ◆ More press/publicity at meetings.
- ◆ Get more involvement.

Unedited (Non-Categorized) Diversity Forum Recommendations

Kansas City Forum, December 8, 2000

GROUP 3 (continued)

- ◆ WIB still new -only met a few times.
- ◆ Posted at one-stops and workforce development.
- ◆ Put on available web sites (statewide).
- ◆ One-Stop system vs. one-stop center.
- ◆ Make information available at all satellites.
- ◆ Disseminate list of partners.
- ◆ Formalize relationships with Community Based Organizations who do not have MOU's.
- ◆ No system in place to hear voices/needs of diverse communities.
 - Interpreters.
 - Adaptive technology.
- ◆ Identify ways that advocacy groups can establish/maintain relationships with WIB.
- ◆ Monitoring.
- ◆ Access to workforce development.
 - Interpreters.
 - Computer literacy.
 - Assistive technology.
 - Literacy, so that all people can access.
- ◆ Local contracts with Guadalupe.
- ◆ Increased accountability.
- ◆ Publicity of outside/who monitors.
- ◆ No link between core services and intensive services.
 - No counseling/employment plan.
- ◆ Invite advocacy groups/CBO's to participate in committee meetings.
- ◆ Kansas City - 5 committees.
- ◆ Encourage local participation in committees.
- ◆ Increase activity/scope of committees and subcommittees.
- ◆ Identify advocacy groups that can function as monitors.
- ◆ Consumers should not have to access services through "back door" or fall "through the cracks" first.
- ◆ Standards of customer service (quality) for front line staff/bad attitudes.
- ◆ Mechanism to identify core service people that need to move on/access intensive services.

Unedited (Non-Categorized) Diversity Forum Recommendations

Kansas City Forum, December 8, 2000

GROUP 3 (continued)

- ◆ More intensive core services - people are stuck.
 - For example: 17,000 people in core services, 66 have gone on to intensive.
- ◆ Create a sub-committee of consumers to present to the WIB.
 - Customer service committee.
 - people/clients.
 - employers.

9) What other ideas do you have about making these policies work?

- ◆ Subcommittee structure.
- ◆ Involve Community-Based Organizations, consumers and employers.
- ◆ WIB cannot anticipate the needs of all diverse groups-must get feedback.
- ◆ Sense of urgency.

Additional thoughts:

- ◆ That the people/consumers affected by WIA changes must be part of the solution.
 - Subcommittee of consumers.
 - Create/establish good consumer satisfaction survey.
- ◆ Those of us who attended today (who are a part of the WIB) need to keep in communication and act as watchdog for WIB.
- ◆ List of today's participants should be disseminated.
- ◆ More time to get subcontracts submitted.
- ◆ WIB should have "secret shoppers" in place to see efficacy of service providers.
- ◆ Consumers must be represented in WIB.

Summary

- ◆ Evaluation of each service providers performance measures.
 - accountability? - timeframe?
- ◆ Independent third party monitoring with input from advocacy groups.
- ◆ Consumers must be represented in WIB - consumer satisfaction must go back to WIB.
- ◆ Accessibility to workforce development.
- ◆ More diverse voices need to be heard by WIBs in order to ensure that those community's needs are met.

Unedited (Non-Categorized) Diversity Forum Recommendations

Kansas City Forum, December 8, 2000

GROUP 4

10) How aware do you think your community is about diversity?

- ◆ Hispanic - Low awareness on value of diversity.
- ◆ Native American - Low awareness on value of diversity.
- ◆ African American - Negative awareness.
- ◆ Other minority.
- ◆ Minority/non-minority - need to realize and acknowledge the value of diversity.
- ◆ Minority/non-minority -fear of change.
 - Loss of power.
 - Fear of unknown.
 - Stereotypes.

11) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

- ◆ System needs to be changed which will (allow) minorities to participate.
- ◆ State government and corporations need to be supportive to individuals wanting to participate in meetings, committees, and boards.
- ◆ Allow minority access on meetings/forums.
 - Information.
 - Encourage participation.
 - Provide accommodations for disabled and non-english speakers and be sensitive to different cultures.

a) What are three things you would want these forums to focus on?

Three points forums should focus on:

- 1) Value of education; myth vs. reality.
- 2) Value of diversity.
- 3) Methods to breakdown cultural barriers and stereotypes.
- 4) Policies and regulations - right to know what the policies are.
- 5) Create new policies that meet the needs.
- 6) Share information on resources available.

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 1 (Questions 1 and 2, 7 and 11)

1) Are you aware of the State workforce development services we explained today as being available to you?

a) How can we improve awareness of these services being available?

b) What do you think about these services?

- ◆ Agencies should get together/interact
- ◆ Agencies should share information/clients
- ◆ Public relations should be available to community residents
- ◆ (There is) lack of knowledge in (the) counties
- ◆ Create directory of services of the regional agencies, of the services available
- ◆ Directory of services on WIB web page/internet
- ◆ Getting more information to migrant clinics
- ◆ Community board/diversified
- ◆ Services are good but need more community awareness

2) Do you know who is on your local Workforce Development board?

a) Do you know how to find out?

- ◆ Need a directory of WIB Board members supplied to the community

b) What do think about local Workforce Development Boards?

- ◆ Bias, bias by county (counties involved) (basis of statement meaning "flow of funding" feeling some counties are left out)
- ◆ No knowledge of total program and what's offered
- ◆ Why is it so hard to find employment that is right for individual persons?

(11) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

a) What are three things you would want these forums to focus on?

- ◆ Yes.
- ◆ 1: Information - WIB programs
 - Information by organization;
 - Information by Category
- ◆ 2: Individual community needs
 - Individual needs
 - Regional pocket (needs)
- ◆ 3: Business/industrial opportunity, i.e., small businesses: networking!

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 1 (continued)

(7) What do you think needs to be done to help you become involved in local decision making such as local workforce boards?

(Describe this in three to five basic steps)

- ◆ All WIB meetings are open to the public. Come to the meeting(s)
- ◆ Information about WIB programs is available at: www.job4you.org

GROUP 2 (Questions 3 and 4, 7 and 11)

3) What do you think about the policies we have explained to you?

- ◆ The policies are viable, on paper, implementation is a struggle
- ◆ Need to identify w/general public
- ◆ Career Centers are a starting point but needs more direction
- ◆ Need to connect with WIB members, not just use as a "sounding board" for complaints
- ◆ Need a clear definition of diversity

4) What do you think needs to be done to make these policies work?

(Describe this in three to five basic steps)

a) How would you do these things?

- ◆ Identify needs w/in community, by community members, find/(learn) history
- ◆ Focus outreach
 - Possibly mailers with follow-up
 - Door to door interaction, send the right messenger
- ◆ Community awareness
 - Network
 - Town hall meetings
 - (Partner) Caring communities
- ◆ Community buy-in

(11) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

b) What are three things you would want these forums to focus on?

- ◆ Yes, quarterly basis
 - 1) fill in the gaps
 - 2) Raise the bar (expectations)
 - 3) Maintain/sustain

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 2 (continued)

7) What do you think needs to be done to help you become involved in local decision making such as local workforce boards?

(Describe this in three to five basic steps)

a) What other ideas do you have about making these policies work?

- ◆ Hold board members accountable
- ◆ Solicit information from (the) community
- ◆ Have public meetings
 - Post notice w/agenda items
 - Follow-up w/action items
- ◆ Billboards
- ◆ Contact w/service providers
 - Shadow consultants to visit w/clients
- ◆ Church involvement
- ◆ Public hearings before meetings

GROUP 3 (Questions 5 and 6, 7 and 11)

5) How do you participate in local organizations that make decisions about giving you services?

- ◆ Involve participants in decision making process
- ◆ Keep everyone on same page
- ◆ Feedback and input from customers
- ◆ Open line of communication between customers and service providers
- ◆ Display promotional materials in local businesses and offices to spread the word of all available services and resources
- ◆ Organize programs to best utilize all resources and avoid duplication of services

6) What are your feelings about being involved in decisions made about giving you workforce services?

a) How would you participate in those decisions?

- ◆ Individuals say yes, were involved and (their) needs met

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 3 (continued)

- ◆ Corporate customers, feel not made fully aware of services, how they were available and how to access them
- ◆ Willing to participate in planning meetings/focus groups to ensure services needed are made available
- ◆ Will be advocates for services they have received

(11) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

c) What are three things you would want these forums to focus on?

- ◆ Yes, 1: Youth, preparing them for positive roles in adulthood
- ◆ 2: Issues pertaining to aging population
- ◆ 3: Preventive and rehabilitation services via positive role models

7) What do you think needs to be done to help you become involved in local decision making such as local workforce boards?

(Describe this in three to five basic steps)

a) What other ideas do you have about making these policies work?

- ◆ Be committed
- ◆ Develop a willingness to be involved and to share the information you hold
- ◆ Make your willingness to be involved known to those in a position to appoint/nominate board members
- ◆ Have something to offer the board
- ◆ Build your own network, starting with your current position and experience
- ◆ Develop support systems

GROUP 4 (Questions 7, 9 and 10, and 11)

7) What do you think needs to be done to help you become involved in local decision making such as local workforce boards?

(Describe this in three to five basic steps)

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 4 (continued)

a) What other ideas do you have about making these policies work?

- ◆ People have a right to know that they can and should get involved.
- ◆ WIB needs to get more involved in the community
- ◆ Need more PR(Public Relations)
- ◆ Hit the streets, newspapers, be visible
- ◆ Board members need to be a voice in grassroots of community
- ◆ Find out what the needs of the community are
- ◆ Need more Career Centers closer to areas where the persons need services (mobile bookmobile type Centers)
- ◆ Provide transportation to people to get to the services
- ◆ Post services that are available
- ◆ Attend functions in the community and put out a table
- ◆ Let board members as well as staff man the table.
Need to have things written in simpler terms as well as for different ethnic groups
- ◆ Special equipment is needed to break down barriers
- ◆ Make a simple slogan in regards to needing a job, where do you go?
- ◆ We need to make certain the information is presented well enough to reach as many cultural differences as we can
- ◆ Agencies need to be more sensitive to the customers' understanding of the services being provided
- ◆ Make certain that all services are easily accessible
- ◆ Consider babysitting needs
- ◆ Make some of the meetings more casual and locate them where the people needing the services live

11) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

a) What are three things you would want these forums to focus on?

- ◆ Everyone in the group is willing to participate (in other meetings)
- ◆ Focus should be on all of the above under questions 8 and 9

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 4 (continued)

9) How aware do you think your community is about diversity?

a) What do you think needs to be done to improve community awareness about diversity?

(Describe this in three to five basic steps)

- ◆ On a scale of 1-10, we are at a minus 8.
- ◆ (Community) does not seem to be interested in diversity
- ◆ You need to do things our way, or no way
- ◆ A lot of people don't seem to think that there is a problem in that area

10) Has our discussion changed what you think about what needs to be done to make these policies work?

a) What has changed?

- ◆ Yes, we feel that we have become more aware of issues we never thought about through this discussion
- ◆ We need better communication, more training in the area of diversity
- ◆ Involve more diverse people in the decision-making
- ◆ Publicize successes
- ◆ Networking more with other agencies and organizations
- ◆ Include the youth in the Youth Council and other areas; let them have a voice
- ◆ Include the schools in the WIB
- ◆ Have daycare available for meetings so that more people can attend
- ◆ Focus on how to get the community involved
- ◆ Identify barriers, i.e., transportation and childcare, and what to do to overcome them
- ◆ Notify people that cannot attend meetings about what was discussed

GROUP 5 (Questions 9 and 10, and 11)

9) How aware do you think your community is about diversity?

b) What do you think needs to be done to improve community awareness about diversity?

(Describe this in three to five basic steps)

- ◆ Not very aware

Unedited (Non-Categorized) Diversity Forum Recommendations

Cape Girardeau Forum, March 20, 2001

GROUP 5 (continued)

- ◆ Kinds of diversity
 - Racial
 - Disability
 - Education
 - Cultural
 - Religious
 - Age
 - Political/economic
- ◆ Communities are aware of some diversity but blind to others and yet unaware of others
- ◆ Educate the community
 - Ultimate goal of promoting acceptance of differences
- ◆ Show differences in community
- ◆ School systems
- ◆ Sponsor local forums:
 - Use pastoral alliances
 - School Board members
 - Political leaders and Community leaders

10) Has our discussion changed what you think about what needs to be done to make these policies work?

a) What has changed?

- ◆ It has not changed, rather expanded our perception
- ◆ Opened our eyes to other issues
- ◆ Learned that there are other agencies/people who are advocates

11) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

a) What are three things you would want these forums to focus on?

- ◆ Yes, focus should be on education, inclusion
- ◆ Include more customers in the forums
- ◆ Include organizational information booths
- ◆ Make available a resource directory with toll free telephone numbers

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 1

1) Are you aware if the State workforce development services we explained today as being available to you?

a) How can we improve awareness of these services being available?

b) What do you think about these services?

- ◆ Aware but outreach centers need addressing.
- ◆ Marketing activities sponsored by local groups.
- ◆ Public service announcements.
- ◆ Executive committees, involve diverse groups in marketing
- ◆ KIOSK, for Missouri Career Center Signage, employers/clients
- ◆ Entice with gain initiative
- ◆ Presentations (short), buttons
- ◆ Job fair, collegiate, high school
- ◆ Utilize representatives to speak upon behalf of clients and diverse needs.
- ◆ Voice concern about services at individual level, with councils/boards.
- ◆ Put pressure on increased funding, especially funding for public affairs/marketing.
- ◆ Follow up on satisfaction surveys
- ◆ Utilize youth.
- ◆ Demographics
- ◆ Increase habitation, not migration
- ◆ Competition is between services not the board.

2) How aware do you think your community is about diversity?

(a) What do you think needs to be done to improve community awareness about diversity?
(Describe this in three to five basic steps.)

- ◆ Amount of emphasis placed on diversity relates directly to the amount of awareness.
- ◆ Outreach through other groups utilizing all resources.
- ◆ Provide opportunity for meaningful participation at high level decision making.

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 1 (continued)

3) Has out discussion changed what you think about what needs to be done to make these policies work?

(a) What has changed?

- ◆ Communication (groundwork) out in the field, we met in one room to actually discuss issues.
- ◆ Develop understanding of protectionism and opportunity of diversity.
- ◆ Allowed consideration of external influence as well as internal implications (law, process).
- ◆ Bypassed defensiveness barrier to communication.
- ◆ Aware of other agencies, can inform/post relevant information openly to one another.

4) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

(a) What are three things you would want these forums to focus on?

- ◆ Willing to participate, either by one representative attending or several rounding representatives.
- ◆ Meetings need to be brief and see results.
- ◆ Need to carry agenda/resolutions matters.

GROUP 2

1) Do you know who is on your local Workforce Development Board?

(a) Do you know how to find out?

(b) What do you think about local Workforce Development Boards?

- ◆ (Before today) did not know and could not find out.
- ◆ Knew some makeup of board but not easily or readily available.
- ◆ Gaps in representation, difficult to recruit, should be more balanced.
- ◆ Make public aware of services.
 - ◆ Flyers in utility bills
 - ◆ Brochures at other service offices
 - ◆ Inform agency workers
 - ◆ Designate outreach coordinator
 - ◆ Monthly newsletter to service agencies

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 2 (continued)

- ◆ Recruit members with "multiple personalities", dual interest.
- ◆ Add more community service members.
- ◆ More diversified members.
- ◆ HR people should represent not CEO of companies.

2) How aware do you think your community is about diversity?

(a) What do you think needs to be done to improve community awareness about diversity? (Describe this in three to five basic steps.)

- ◆ Not aware at all, just look at color and language.
- ◆ Community is aware of diversity, need more willingness to work together.
- ◆ A lot of complainers but no participants.
- ◆ Growing awareness - more than in the past.
- ◆ Be fair, use same rules for everyone.
- ◆ Commit to educate and prioritize
- ◆ Serve those who need help.
- ◆ Partnership with agencies.

3) Has our discussion changed what you think about what needs to be done to make these policies work?

(a) What has changed?

- ◆ Express feelings and no action.
- ◆ Feel that something good will come of this meeting.
- ◆ Encouraged, need follow up, waiting to see if there is follow up.
- ◆ Reassemble group, broader group.
- ◆ Communication that results in action.

4) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

(a) What are three things you would want these forums to focus on?

- ◆ Willing to participate only if results are present.

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 2 (continued)

- ◆ Forums to focus on:
- ◆ Economics,
- ◆ Youth
- ◆ Family
- ◆ Elderly
- ◆ Disabled
- ◆ Communication
- ◆ Higher Paying Jobs

GROUP 3

1) What do you think about the policies we have explained to you? What do you think needs to be done to make these policies work? (Describe in three to five basic steps.) How would you do these things?

- ◆ WIB members are appointed. Non-democratic.
- ◆ Structurally stacked deck (What is criteria for WIB membership?)
- ◆ Business leader as Chair and as board majority?
- ◆ Chamber of Commerce is primary source of nominations.
- ◆ LEO's review nominations (Local Elected Officials)
- ◆ Advertise diversity policy and advisory committee role.
- ◆ Advertise rectification. Process, times, applications, criteria, etc.
- ◆ Develop independent "Review Board" of local diversity leaders to review exam process and advisory committee role. Recruit!

2) How aware do you think you think your community is about diversity?

(a) What do you think needs to be done to improve community awareness about diversity? (Describe this in three to five basic steps.)

- ◆ Some awareness but little action.
- ◆ Minority community is marginalized and subordinated in every way.
 - ◆ Physical location

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 3 (continued)

- ◆ Economic
 - ◆ Socio-Cultural
 - ◆ Six Steps tot take:
 - ◆ Build coalitions (address antagonism between minority groups)
 - ◆ Pursue living wage ordinance.
 - ◆ Expand awareness of conditions and life circumstances
 - ◆ Publicly acknowledge region's history of racial, economic, and gender subordination (etc.).
 - ◆ Push community responsibility of business benefiting from economic enterprise zones.
 - ◆ Support organized labor-address anti-union sentiment in region. Break business collusion.
- 3) Has your discussion changed what you think about what needs to be done to make these policies work?**
- (a) What has changed?**
- ◆ No (change from today's discussion).
- 4) Would you be willing to participate in regularly scheduled multicultural forums/meetings?**
- (a) What are three things you would want these forums to focus on?**
- ◆ Yes, but WIB members should be required to address and attend town meetings or of meetings of regional diversity groups.
 - ◆ Representation
 - ◆ Jobs "Living Wage"
 - ◆ Open line of communication (two-way)

GROUP 4

- 1) How do you participate in local organizations that make decisions about giving you services?**
- ◆ Let known of interest.
 - ◆ Mailing list

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 4 (continued)

- ◆ Library, internet
- ◆ Word to mouth/No person to cause lack of knowing about organization.
- ◆ Attend the invitation by invitation.
- ◆ Services used
- ◆ GED
- ◆ Child Care Assistance #'s
- ◆ Transportation-through OATS and \$'s
- ◆ Discovery through: DFS-future/TANF Social Worker told me about meetings at Salvation Army.
- ◆ Problem with getting word out about services.
- ◆ Newsleader will not print notices.
- ◆ Newspaper, TV, Radio does not work unless those entities have reps on board.
- ◆ Newsletter to customers
- ◆ Flyers to libraries, stores, churches (very labor intensive)
- ◆ Increase mailing list to those who will and can get the word out.

2) How aware do you think your community is about diversity?

(a) What do you think needs to be done to improve community awareness about diversity? (Describe in three to five basic steps.)

- ◆ Community awareness, immigrants, color, ability, re-diversity
- ◆ Low-even targeted groups not aware of other targeted groups due to lack of knowledge or lack of trust.
- ◆ No follow through with promises
- ◆ Zero level of trust
- ◆ Zero level of belief
- ◆ Steps to take:
- ◆ Mandate high quality sensitivity training-schools, city, private sector, H.R.
- ◆ Remember this area is very religious based. We need to think/change that focus to a diverse "Spiritual" base. Within the heart, not a denominational order.

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 4 (continued)

- ◆ Boards and commissions should be made up of a larger percentage of Diversity. 50% women (diverse as well), 25% racial minorities, include disabled (not token reps)

- 3) Has our discussion changed what you think about what needs to be done to make these policies work?**
 - (a) What has changed?**
 - ◆ Nothing (has changed)
 - ◆ People on the inside need to open the door.
 - ◆ Diversity the board
 - ◆ Include other community organizations (not just traditionally white male and Christians).
 - ◆ Qualifying factor for including that diverse community organization is one that is already involved in making changes and providing services that this board provides.
 - ◆ Acknowledge publicly that changes need to be made.
 - ◆ Community needs to be dedicated to this concept.

- 4) Would you be willing to participate in regularly scheduled multicultural forums/meetings?**
 - (a) What are three things you would want these forums to focus on?**
 - ◆ Yes (willing to participate, most would gain level of trust
 - ◆ Focus on:
 - ◆ Education at all levels on diversity pre-school on up
 - ◆ Employment
 - ◆ Accountability
 - ◆ Results Oriented
 - ◆ If we are going to "do" not just "talk" (will participate). Action (needed)!
 - ◆ I want a response for my time!

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 5

1) What are your feelings about being involved in decisions made about giving you workforce services?

(a) How would you participate in those decisions?

- ◆ Feel positive, groups must be involved!
- ◆ Action oriented
- ◆ Solution minded
- ◆ Time frame conscience (tired of meetings just to meet)
- ◆ Involve "worker" level people
- ◆ Make sure groups are well informed on workforce issues.
- ◆ Make sure all can go to training, make known liaisons to groups that are informed and can bring back information (bilingual).
- ◆ WIB needs to know needs (of diverse groups)
- ◆ Get people selected for Board, get together/form a coalition
- ◆ More networking, get to know who WIB is and communicate.
- ◆ Churches, WIB connection

2) How aware do you think your community is about diversity?

(a) What do you think needs to be done to improve community awareness about diversity? (Describe this in three to five basic steps)

- ◆ Scale from 1 to 10, grade 1(lowest)
- ◆ What can be done?
- ◆ Spread by word of mouth
- ◆ Newsletters from organization, churches, etc.
- ◆ Start with children, letting children participate
- ◆ Schools (talk to teachers)
- ◆ Get information to children through our community people not just books
- ◆ SMSU, very diverse (use as example to community)
- ◆ Media, contributions of groups to our community. \$\$ and other.
- ◆ Senior citizens
- ◆ Knowledge of oppressions of groups

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 5 (continued)

- 3) Has our discussion changed what you think about what needs to be done to make these policies work?**
 - (a) What has changed?**
 - ◆ No. Change is what we think needs to be done, still feel.
 - ◆ More INFO! Advertising.
 - ◆ Open door.
 - ◆ Keep information flowing (both ways)
- 4) Would you be willing to participate in regularly scheduled multicultural forums/meetings?**
 - (a) What are three things you would want forums to focus on?**
 - ◆ Yes (willing to participate)
 - ◆ Topics:
 - ◆ Diversity awareness
 - ◆ Employment needs
 - ◆ Support/Information/Feedback
 - ◆ Statistics
 - ◆ Show oppression of group.

GROUP 6

- 1) What do you think needs to be done to help you become involved in local decision making such as local workforce boards? (Describe this in three to five steps)**
 - (a) What other ideas do you have about making these policies work?**
 - ◆ Communication groups to discuss issues and problems. (public speakers, church meetings, flyers at small businesses and public buildings)
 - ◆ Public display boards to encourage public sector to become involved (radio, TV, newspapers, web sites).
 - ◆ Place local communities (organizations) on mailing list.
 - ◆ Hold official public meetings.
 - ◆ Instill taxation to local companies to help offset job-training expenses.

Unedited (Non-Categorized) Diversity Forum Recommendations

Springfield Forum, March 23, 2001

GROUP 6 (continued)

2) How aware do you think your community is about diversity?

(a) What do you think needs to be done to improve community awareness about diversity? (Describe this in three to five basic steps)

- ◆ Limited awareness of cultural diversity in this community. However, diversity acceptance higher among the youth, not as much with adults. See steps 1-5 above.

3) Has our discussion changed what you think about what needs to be done to make these policies work?

(a) What has changed?

- ◆ Yes (changed), it allowed people in the community to come together with officials to exchange ideas.

4) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

(a) What are three things you would want these forums to focus on?

- ◆ Yes to participate.
- ◆ Job training should help and include technology for possible future projects like The Technology Park.
- ◆ Every Springfield citizen surveyed in the last five years said low wages are the biggest issue in this area. The Board must look at what can be done to help attract better jobs/companies, which pay better.
- ◆ More job options/training for the youth within the area.
- ◆ Hold a follow-up meeting to re-evaluate issues and form a local plan of action.
- ◆ Local participates within meeting (to include more local citizen input).

Unedited (Non-Categorized) Diversity Forum Recommendations

St. Louis Forum, June 1, 2001

GROUP 1 (*Questions 1, and 2, 7 and 8, and 9*)

- 1. Are you aware of the State workforce development services we explained today as being available to you?**
 - a) How can we improve awareness of these services being available?**
 - b) What do you think about these services?**
 - ◆ Start earlier (public schools) with awareness of state workforce development. Guidance counselors, in-service training for counselors, teachers, education coordinators, parent groups. Middle school level.
 - ◆ Emphasize: 16 (Target)
 - ◆ Tour career centers
 - ◆ Target adults with disabilities and non-English speaking.
 - ◆ Spread word to disability access office staff and placement offices.
 - ◆ Assist with technology and access with those consumers not familiar with
 - ◆ Better PR and use of media, television, newspaper, local language papers.
 - ◆ Break down information. Who do you talk to or call? More detailed how to. Layperson language.
 - ◆ Booklets in print, large print, on disk, in different languages.
 - ◆ Train front line staff for customer service.
 - ◆ Make sure services are accessible, available and working.
- 2. Do you know who is on your local Workforce Development Board**
 - a) Do you know how to find out?**
 - b) What do you think about local Workforce Development Boards?**
 - ◆ Board mission and purpose is what public should know.
 - ◆ Public access to board, should know who is on board.
 - ◆ Funded programs of board should have public meetings to address concerns.
 - ◆ Meetings should be publicized: major papers, consumer groups, and websites.

Unedited (Non-Categorized) Diversity Forum Recommendations

St. Louis Forum, June 1, 2001

GROUP 1 *(continued)*

7) How aware do you think your community is about diversity?

**a) What do you think needs to be done to improve community awareness about diversity?
(Describe this in three to five basic steps.)**

- ◆ Diversity-define by community
- ◆ Race, culture, religion, disability, age
- ◆ Forums-churches, fairs, educational and cultural
- ◆ Cross-fertilization of cultural activities, let others groups know (what you are doing)
- ◆ Make known clear definition of diversity

8) Has out discussion changed what you think about what needs to be done to make these policies work?

a) What has changed?

- ◆ Increased awareness of a broad term of diversity (to include disabled-older populations)

9) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

a) What are three things you would want these forums to focus on?

- ◆ Planning and zoning: disability advocates building design
- ◆ Transportation issues
- ◆ Language barriers

GROUP 2 *(Questions 3 and 4, 7 and 8, and 9)*

3) What do you think about the policies we have explained to you?

What do you think needs to be done to make these policies work? (Describe in three to five basic steps.)

a) How would you do these things?

- ◆ Good (policies)-strong, clear, focused
- ◆ How to make work
 - ◆ Need for accommodations (visually impaired/computers), handouts: braille/large print
 - ◆ Get information to decision makers and consumers
 - ◆ Brown bag lunch
 - ◆ Better international services

Unedited (Non-Categorized) Diversity Forum Recommendations

St. Louis Forum, June 1, 2001

GROUP 2 (continued)

- ◆ Full-time ESL teacher
 - ◆ Full-time social worker
 - ◆ Interpretation
 - ◆ Better marketing
- ◆ Needed:
 - ◆ Agency coordination identify
 - ◆ Accommodations
 - ◆ Basic access to information/services
 - ◆ In appropriate format venue-translation, large print, braille, tty
- ◆ Outreach/Partnership (working relationship with staff One-Stops)
- ◆ In-service education (cross partner lines), to learn about each other
- ◆ Develop trusting relationships (partners, consumers)

4) How do you participate in local organizations that make decisions about giving you services?

- ◆ Volunteer for committees
- ◆ Network
- ◆ Mentor
- ◆ Phone/in person
- ◆ Attend state forums
- ◆ Lack of information about local organization/services (even if there: will it benefit consumers? Useful?

7) How aware do you think your community is about diversity?

- a) What do you think needs to be done to improve community awareness about diversity?**
(Describe this in three to five basic steps.)
 - ◆ St. Louis Region: basically unaware.
 - ◆ Lack of (awareness) opportunity
 - ◆ Communities may be clustered/polarized

Unedited (Non-Categorized) Diversity Forum Recommendations

St. Louis Forum, June 1, 2001

GROUP 2 (continued)

- 8) Has our discussion changed what you think about what needs to be done to make these policies work?**
- a) What has changed?**
- ◆ No/nothing
 - ◆ This gives forum to share information
- 9) Would you be willing to participate in regularly scheduled multi-cultural forums/meetings?**
- a) What are three things you would want these forums to focus on?**
- ◆ Yes.
 - ◆ Getting proper representation.
 - ◆ More opportunities for networking, community/employer education
 - ◆ Consumer/customer awareness/education

GROUP 3 (Questions 5 and 6, 7 and 8, and 9)

- 5) What are your feelings about being involved in decisions made about giving you workforce services?**
- a) How would you participate in those decisions?**
- ◆ All agreed there is a need to be involved in decisions regarding workforce services.
 - ◆ Addressing, informing, and working toward resolving issues and concerns toward accessing implementation of services and putting in place mechanisms that create an awareness of needs and services in a timely manner.
 - ◆ Board doesn't work hard enough for community. Why isn't board working more?
 - ◆ Who gets invited to meetings? Community doesn't know they can participate.
 - ◆ Lack of collaboration for integrated strategies.
 - ◆ Board is diversified but board needs to be more involved.
 - ◆ Board needs to take a more active role in marketing.
 - ◆ Need for more advisory committees or sub committees that are the "workers" who have hands on knowledge who can assist in providing input to full board.
 - ◆ No accountability. Group into sub committees, assign to specific needs, areas, concerns.
 - ◆ Put mechanism in place multi-culture forum to invite input

Unedited (Non-Categorized) Diversity Forum Recommendations

St. Louis Forum, June 1, 2001

GROUP 3 (continued)

6) What do you think needs to be done to help you become involved in local decision

Making such as local workforce boards? (Describe this in three to five basic steps.)

a) What other ideas do you have about making these policies work?

- ◆ Board must represent population being served with a general knowledge of all issues of concern.
- ◆ Sub committees, workers (clients)
- ◆ Feedback
- ◆ Board commitment
- ◆ Trend factors; needs assessment
- ◆ Selection of board
- ◆ Representation of different groups
- ◆ Diversity training
- ◆ Define Diversity

7) How aware do you think your community is about diversity?

a) What do you think needs to be done to improve community awareness about diversity?
(Describe this in three to five basic steps.)

- ◆ Very closed.

8) Has out discussion changed what you think about what needs to be done to make these policies work?

a) What has changed?

- ◆ Yes. Education and accountability on board level (is needed).

9) Would you be willing to participate in regularly scheduled multicultural forums/meetings?

a) What are three things you would want these forums to focus on?

- ◆ Yes.
- ◆ Concerns raised today in the meeting.